

Operations Division
Career-Development Plan

1 April 1981

Contact:
Extension:

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Operations Division

Career-Development Plan

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Operations Division
Career-Development Plan

A. PURPOSE

To ensure that Operations Division, Office of Data Processing (OD/ODP), has the proper mix of skilled employees to carry out its mission and functions, and to ensure that OD employees are aware of, and are afforded opportunities for development and advancement.

B. POLICY

ODP's basic personnel policy encourages equal opportunity for employment and career advancement consistent with the individual's abilities and performance, and the needs of the Agency--without regard to race, color, religion, sex, age, national origin, or handicap. Promotions and assignments are made on a competitive basis. ODP will continue the tradition of providing developmental opportunities and support to employees who, through sustained performance, demonstrate their ability for more responsible assignments.

Detailed information relative to Ranking Panels, Performance Appraisal Reports (PARs), and promotion is contained in the ODP Handbook, dated November 1979. Each Branch maintains a copy of the handbook, which is available to all employees. Supervisors must be well versed on the handbook's contents and be available to answer questions.

C. OD RESPONSIBILITIES

1. Mission

OD's mission is to:

- o Manage ODP Computer Centers in a manner that ensures the availability, reliability, stability, and recoverability of ODP computer systems to meet Agency needs in a timely and professional manner.
- o Efficiently and effectively manage resources, including budget, organizational positions, personnel (development, assignments, training, and awards), and supplies.
- o Maintain a recruitment posture that attracts talented, competitive, and eager candidates; anticipate and fill vacancies, and continue to observe equal-employment opportunity practices and guidelines.
- o Promote an awareness of and high-priority concern for electronic data processing (EDP) security activities, including the physical security of OD areas, personnel-access management and control, document control, magnetic-data control, and offsite data-storage control.

- o Recognize and manage ever-occurring changes and their impact on Division procedures and functions.

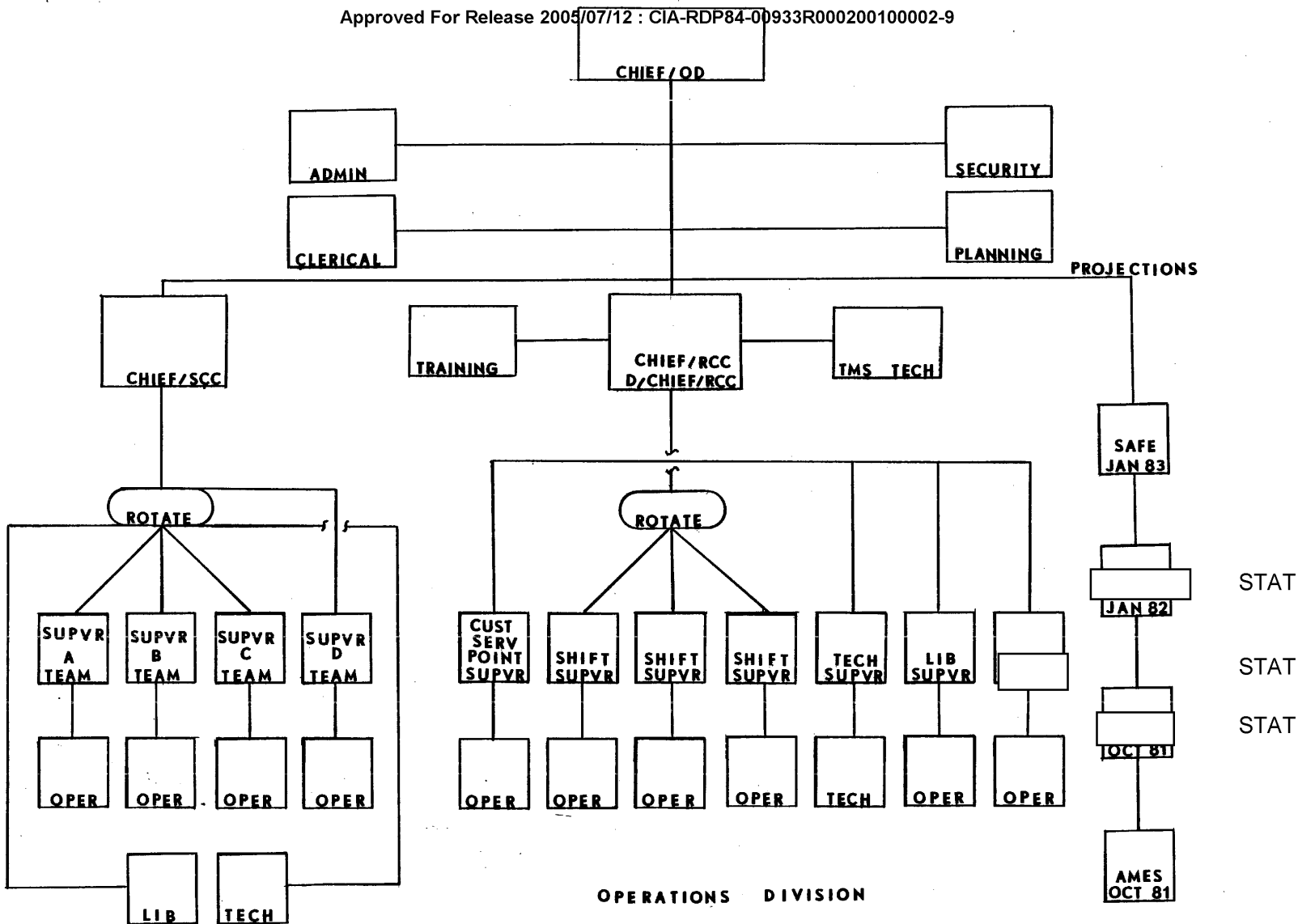
2. Functions

C/OD, the Division's principal operating officer, is directly responsible to the Deputy Director of Processing, and manages a staff in excess of 100 employees ranging in grades from GS-3 to GS-14. The Chief also acts as the Division's representative on the Processing Career Panel and solicits input to the panel from the Branch Chiefs.

STAT OD supports two computer centers at physically separate plant sites, the [redacted] and the Special Computer Center (SCC), both of which operate daily, 24 hours per day. To ensure full utilization of ODP computing facilities, OD:

- a. Schedules work to be processed in the Centers.
- b. Manages change and its impact on hardware, software, the work environment, procedures, and production.
- c. Manages a remote facility both in Headquarters Building and the [redacted] STAT [redacted]
- d. Manages magnetic-tape libraries and controls disk packs in Headquarters.
- e. Manages an offsite data-storage facility and processes requests for offsite data storage.
- f. Identifies operator-training requirements.
- g. Prepares operator documentation and procedures with the appropriate components for the batch and interactive systems.
- h. Maintains security-controlled receiving and distribution points for input to, and output from RCC and SCC.
- i. Meets weekly to produce the Centers' short-range (four weeks maximum) addressing schedule, hardware, and operating plans.
- j. Identifies and reports incidents adversely affecting the operation of ODP's computing systems to the appropriate support component.

STAT OD's functional organization is depicted on the following chart.



D. BRANCH AND STAFF REQUIREMENTS/RESPONSIBILITIES

1. Special Computer Center (SCC)

STAT SCC, located in GC47 Headquarters, serves the Operations Directorate and the COMIREX Automated Management System (CAMS). C/SCC, responsible directly to C/OD, is the Branch's principal operating officer. C/SCC is responsible for the management of [] employees, and the operation of three major systems, data storage center, and the security control point. Grade range in SCC is from GS-3 to GS-13. To provide 24-hours a day, 7-days-a-week coverage, SCC uses four operating teams, working 12-hour shifts. Three teams rotate through three shifts, with one team working permanent night shift. In the absence of C/SCC, the Shift Supervisor on duty assumes all duties and responsibilities of the Chief.

STAT 2. []

RCC, located in GC03 Headquarters, provides general data-processing services to all components of the Agency. C/RCC, responsible to C/OD, is the Branch's principal operating officer. C/RCC is responsible for the management [] staff and eight part-time employees, the operation of seven major systems, the data-storage facility, and the security control point. RCC employees grade range is from GS-3 to GS-14. STAT

To provide 24-hours-a-day, 7-days-a-week service, RCC rotates three 8-hour shifts daily during the week, and employs overtime personnel for weekend coverage. C/RCC also is responsible for the management and operation of several satellite centers. Satellite centers' coverage generally is limited to prime-time weekdays. The exception is the [] which operates from 0600 to 1800 hours on weekdays, and 0800 to 1630 hours on Saturdays; overtime is required for weekend coverage. In the absence of C/RCC, the DC/RCC assumes all duties and responsibilities of the Chief. STAT

3. Division Staff Office

STAT The Division Staff Office, located in GD6508 Headquarters, answers to C/OD, and employs [] who handle OD's security, training, administrative, and clerical functions.

Security

Personal, data, and physical security considerations are addressed through the Division Staff Office. Personal security relates to such items as drug and alcohol abuse, personal conduct, and the Agency's reinvestigation and repolygraph program. Data security refers to personnel-access management and control, document control, magnetic-data control, and offsite-data control. Physical security primarily deals with access to OD physical plants.

OD has one employee serving as the Division Security Officer. The OD Security Officer, interacting with ODP and Agency Security and Safety

Staffs, establishes, tests, and maintains emergency procedures and safety standards.

Training

The Division Staff Office employs an "OD Training Staff," which is the focal point for OD training. Interdivision, in-house, and external training are determined by the needs of OD's personnel and OD's mission and functions. A more detailed view of OD training is provided in the "Training Profile" section of this plan.

Administrative

Personnel actions, job interviews, computer center tours, reports and special projects are handled by the Division Staff Office. In addition, adhoc tasks are assigned through the Division Staff Office.

Clerical

Secretarial and support duties are centered in the Division Staff Office and are performed by two secretaries, a senior and a junior secretary.

4. Manpower Resource Management Committee

OD has established a Manpower Resource Management Committee (MRMAC). Its purpose is to interact on key issues such as personnel activities, education/training, and to generally provide C/OD with information to facilitate the management decision-making process. The Committee meets weekly, is chaired by C/SCC, and has, as standing members, the remainder of OD management and supervisory personnel.

5. Planning Staff--Technical Development

OD's Planning Staff is responsible for the procedural integrity of all in-house hardware and software. Staff members interact with other ODP components and vendors on planning, testing, and implementing new hardware and software upgrades and releases. Chief/Planning Staff manages ☐ technicians from grade GS-08 to GS-12, and is directly responsible to C/OD. The Planning Staff provides 24-hour coverage, Monday through Friday, and is on call for weekend emergencies.

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6. Projections

Coincidental with the increasing Agency and Intelligence Community demand for computer services, substantial OD growth is projected. Additional satellite centers as well as the SAFE Computer Center are areas of near-term OD concern.

7. Support Analysts' File Environment (SAFE)

SAFE is a joint CIA-DIA project designed to serve the mutual needs of both organizations. The SAFE system permits CIA and DIA analysts to disseminate, read, annotate, and index information, analyze and compose finished-intelligence items, as well as coordinate, edit, and review finished-intelligence reports. The SAFE Center, the third Headquarters physical OD-managed plant, will be located in the GE corridor, near the Headquarters Northeast entrance.

Although final decisions on many aspects of the SAFE project are pending, OD is proceeding according to the best available information. The projected personnel requirements for the SAFE Computer Center include about [redacted] OD estimates that many of the more highly skilled and experienced personnel from SCC and RCC will be reassigned to the SAFE center, thus providing career-advancement opportunities within OD.

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8. Planned Facilities

Construction and preparation for additional ODP computer sites are planned and in progress at both the [redacted] manpower requirements for both facilities have been identified. Since OD personnel will manage both facilities, additional career-enhancing opportunities will be provided.

The ORD computer facility at Ames Building currently is manned [redacted] OD employees on rotational assignment; [redacted] works full-time and [redacted] part-time. OD expects to assume the responsibility for facilities management of this remote center in October 1981. Manpower requirements for this facility also have been identified.

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E. Plan to Satisfy Requirements

1. Recruitment

OD seeks quality, entry-level personnel who, traditionally, are high school graduates, who have scored well on Agency aptitude tests, and when interviewed, project a determination to become quality members of OD. Many of the more highly-skilled OD personnel are sought by other ODP and Agency components. Therefore, annual turnover within the Division is about 20 percent. Regular channels are followed to obtain new employees and to recruit personnel from within the Agency. Note that the top recruiters for the Division are OD employees who identify those interested in data processing careers. Top candidates not initially selected for employment are placed on standby as a source of personnel for OD.

OD is an active participant in the Agency's Opportunities for Career-Development Program (OCDP), providing job opportunities for upward mobility, and part-time opportunities in data processing.

2. Orientation

OD introduces new employees to all aspects of operations to give them an understanding of the Division's functions. New employees are briefed on the Division's mission and are given a description of the organizational breakdown and grade structure. Work requirements for entry-level positions are defined as are the Division's policies on security, leave, training, and career development; this orientation usually takes one day. As an initial assignment, new employees are given a 10-week rotational orientation to give them an in-depth view of the Division. During this orientation, new employees are on short-term assignment in SCC, RCC, and the [redacted] and are thus exposed to day-to-day activities. On completion of the orientation program, new hires are most often assigned to RCC.

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F. Training Profile

1. Training Staff

OD's Training Staff and small classroom (six students maximum) facilities are located in the Staff Office area. Functionally, they are under the direction of the DC/RCC. The Training Staff ensures that OD personnel receive the training necessary to keep up with the state-of-the-art to assist in fulfilling the Division's mission and functions, and to encourage career-enhancement.

To complete its duties and responsibilities, the Training Staff develops and administers classroom courses, develops standardized operating procedures, and develops and monitors online Interactive Instructional System (IIS) self-study courses. The staff has completed 17 IIS courses, and has 14 other courses on order or in development. Total cost for IIS courses, to date, exceeds \$25,000. Further, the Staff also provides ODP with instructors for a variety of courses.

The OD Training Staff includes [redacted] of whom is on rotational assignment. In addition, other OD employees with expertise in a particular area (e.g., COMTEN, CHANNELS, etc.) are called on to assist in developing procedures and in instructing both within the Division and at the ODP level.

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2. Training

In coordination with OD management and other supervisory personnel, the OD Training Staff has developed and maintains a list of courses required for operators from Level 1 entry positions to Level 5 senior positions. The list is revised as new requirements are levied on the Division and as changes occur in the state-of-the-art.

An Operator Certification Program exists as part of OD professional development; certificates are awarded and inserted in personnel folders as employees complete prescribed courses--designed to permit higher levels of responsibility.

In addition to OD-provided training, employees are encouraged to seek

enrollment in courses given by ODP, the Office of Training and Education (OTE), Office of Personnel Management (OPM), and vendors, such as IBM, UCC, and AMDAHL. OD maintains updated course catalogs from a variety of management firms. Employees also are encouraged to take self-study courses at the Self-Study Center, in GJ68 Headquarters. GUIDE and SHARE are not-for-profit corporations consisting of data-processing equipment users who have or are preparing for large-scale computers. The basic purpose of both corporations is to promote sound, professional EDP practices. OD is represented at most GUIDE and SHARE conferences, both of which are conducted four times a year.

3. Professional Development Plan

The following charts represent OD's Professional Development Plan (PDP). They are developmental profiles that indicates the training usually required for improving skills for advancement. Although the charts cover a variety of subjects, a more complete list of courses, available to all employees, is maintained in the Division Staff Office.

4. Rotational Assignments

Career opportunities for OD personnel are provided through rotational assignments. Long-term rotational assignments among SCC, RCC, and the facility are the rule in OD. For example, one OD employee is on rotational assignment to OD Training Staff while several other OD employees are on rotational assignment to System Programming Division (SPD), Customer Services Staff (CSS), and Engineering Division (ED). In addition, OD has two employees on rotational assignment to the ORD remote-computer facility at the Ames Building.

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Experience proves that personnel on rotational assignment return to OD with an improved perspective of ODP, in general, and with a greater appreciation for the needs, viewpoints, and problems experienced by other components with which OD normally interacts. Employees on rotational assignment enhance their own career possibilities and gain expertise in areas of data processing not normally encountered by OD personnel working exclusively in OD. Experience also shows that this greater expertise is passed on to other OD employees, which is particularly advantageous to the overall welfare of the Division.

Operations Division Developmental Profile

Professional Development Plan

Assignment

Computer Systems Manager, Chief (Division Chief)

Computer Operations Manager, Chief (C/RCC, C/SCC)

Computer Operations Manager, Deputy, Chief (DC/RCC)

Grades GS-12 to 14

Training	Location
Senior Management Seminars	Office of Training & Education
Advanced Intelligence Seminar	Office of Training & Education
Survey of Financial Management	Office of Training & Education
External Management Seminars	External
Short Technical Course Seminars	External
MBO Workshop	Office of Training & Education
Systems Management	IBM
GUIDE/SHARE Meetings	External

Operations Division Developmental Profile

Professional Development Plan

Assignment

Computer Operations Supervisor

Grades GS-11 to 12

Computer Operations Supervisors should have completed all Level 5 computer operator courses.

Training	Location
Performance Appraisal and Career Counseling	Office of Training & Education
Project Implementation	IBM
Project Management	IBM
Fundamentals of Supervision & Management	Office of Training & Education
Psychology of Leadership	Office of Training & Education
Data Processing Operations Management	IBM
Management for Equal Opportunity	Office of Training & Education
Systems Analysis Workshop	External
Effective Written English	Office Of Training & Education
Leadership Styles & Behavior	Office of Training & Education
Managing Data Processing	IBM
Supervisors Workshop	Office of Training & Education
GUIDE/SHARE Meetings	External

Operations Division Developmental Profile

Professional Development Plan

Assignment

Security Officer

Grades GS-11 to 12

Security Officers should have completed all Level 5 computer operator courses, and/or all computer operations supervisor courses, and/or all technician courses.

Training	Location
Security Officers Training	Office of Security
Data-Security Design & Control	IBM
National Conference on Computer Crime	External
Computer Security Initiative Seminar	External
Security & Privacy of Computer Systems	External
GUIDE/SHARE Meetings	External

Operations Division Developmental Profile

Professional Development Plan

Assignment

Personnel Development Officer (Administrative/Liason)

Grades GS-11 to 12

Personnel Development Officers should have completed all Level 5 computer operator courses, and/or all computer operations supervisor courses, and/or all technician courses.

Training	Location
Domestic TDY Travel Workshop	Office of Training and Education
Logistics Orientation	Office of Training and Education
GUIDE/SHARE Meetings	External

Operations Division Developmental Profile

Professional Development Plan

Assignment

Development Technician Supervisor

Technician Supervisor

Senior Technician

Development Technician

Computer Technician

Grades GS-9 to 12

Technicians should have completed all Level 5 computer operator courses, and/or all computer operations supervisor courses.

Training	Location
Users System Planning	External
Long-Range Data-Processing Planning	External
NDP System Concepts	COMTEN
NDP System Software	COMTEN
Project Implementation	IBM
Project Management	IBM
Data-Processing Operations Management	IBM
GUIDE/SHARE Meetings	External

Operations Division Developmental Profile

Professional Development Plan

Assignment

Level 5 Computer Operator (Senior, Main, and VM Operators)

Grades GS-7 to 9

Level 5 computer operators should have completed all Level 4 computer operator courses. Training time for Level 5 is 82 hours.

Training	Location
System 370 System Concepts Part 3	In-House, IIS
Problem Determination for MVS Operators	In-House, IIS
Intermediate VM	In-House, ODP Training
PAGING	In-House, OD Training
Dumps - Types and When to Use Them	In-House, OD Training
System Operator Facility	In-House, OD Training
Introduction to Data Communication	In-House, ODP Training
Initialization Data Sets-JESLIB PARMLIB	In-House, OD Training
JES Entry Data Sets	In-House, OD Training

Operations Division Developmental Profile

Professional Development Plan

Assignment

Level 4 Computer Operator

Grades GS-7 to 8

Level 4 computer operators should have completed all Level 3 computer operator courses. Training time for Level 4 is 80 hours.

Training	Location
Operator Interface to DJC Networks	In-House, OD Training
Introduction to VM/CMS	In-House, OD Training
Basic VM Operator Course	In-House, IIS
CMS Fundamentals	In-House, IIS
Introduction to TADS	In-House, OD Training
Virtual Storage Concepts	In-House, OD Training
BATCHMON	In-House, ODP Training
Basic OS/JCL	In-House, IIS
CPU's (168, 158, 470/V6, 470/V8)	In-House, OD Training
3033 MP	In-House, OD Training
COMTEN 3670 & 3690 Operation	In-House, OD Training
Channels for Operators	In-House, OD Training
3803 Tape Control Unit Operation	In-House, OD Training
Telex 6350 Operation	In-House, OD Training
DAF, OP Channel, String Switch	In-House, OD Training
Operating the TBAR Switching Unit	In-House, OD Training
LOOK Command Syntax and Usage	In-House, OD Training
Operator Communications	In-House, OD Training

Operations Division Developmental Profile

Professional Development Plan

Assignment

Level 3 Computer Operator

Grades GS-5 to 7

Level 3 computer operators should have completed all Level 2 computer operator courses. Training time for Level 3 is 92 hours.

Training	Location
MVS/JES3 Topics - MDS/GMS	In-House, OD Training
MVS/JES3 Topics - Output Services	In-House, OD Training
Xerox 9700 Printer Operation	In-House, OD Training
Introduction to OS/VS Facilities	In-House, OD Training
Mount Attributes of DASDI	In-House, OD Training
Software Concepts & Terminology	In-House, OD Training
Basic VM	In-House, ODP Training
SCRIPT	In-House, ODP Training
System 370 System Concepts Part 2	In-House, IIS

Operations Division Developmental Profile

Professional Development Plan

Assignment

Level 2 Computer Operator

Grades GS-4 to 5

Level 2 computer operators should have completed all Level 1 computer operator courses. Training time for Level 2 is 47 hours.

Training	Location
Introduction to MVS/JES3 JES3 Job Flow	In-House, OD Training
Introduction to TMS	In-House, OD Training
Numbering Systems	In-House, IIS
IBM Command Syntax	In-House, OD Training
System 370 System Concepts Part 1	In-House, IIS
Numbering -- EBCDIC	In-House, OD Training

Operations Division Developmental Profile

Professional Development Plan

Assignment

Level 1 Operator

Grades GS-4 to 5

Level 1 computer operator is the entry-level computer operator position in Operations Division. There are no prerequisite courses for this position.

Training	Location
Introduction to Interactive Instructional Systems (IIS)	In-House, IIS
3270 Operator Training	In-House, IIS
ODP Orientation	In-House, ODP training
3420 Tape Operation & Maintenance	In-House, OD Training
Versatec Plotter Operation	In-House, OD Training
6670 Laser Printer Operation	In-House, OD Training
3211/1403 Printer Operation	In-House, OD Training
Data Processing Terminology and Hardware	In-House, OD Training
Introduction to Computers	In-House, IIS

Operations Division Developmental Profile

Professional Development Plan

Assignment

TMS Technician

Senior Data Storage Controller

Tape Librarian

Grades GS-3 to 9

Training

Location

UCC ONE

UCC

Introduction to TMS

In-House, OD Training

Operations Division Developmental Profile

Professional Development Plan

Assignment

Training Staff

Grades GS-9 to 11

Training Staff personnel should have completed all Level 5 computer operator training courses.

Training

Location

Administering the IIS Facility

External

Instructor Training

Office of Training & Education

Operations Division Developmental Profile

Professional Development Plan

Assignment

Secretary-Stenographer
Clerk-Typist

Grades GS-5 to 7

Training	Location
Writing Better Reports	Office of Training & Education
Shorthand Refresher	Office of Training & Education
RAMIS Report Writing	In-House, ODP Training
Delta Data 7260 Training	In-House, ODP Training
Secreterial Administration	Office of Training & Education
RAMIS External Files	In-House, ODP Training
Data Processing for Secretaries	Office of Training & Education
Proofreading	Office of Training & Education
RAMIS Reports Management	In-House, ODP Training
RAMIS File Design	In-House, ODP Training
VM/370 CMS Edit	In-House, ODP Training
VM/370 CMS Commands	In-House, ODP Training
VM/370 CP Commands	In-House, ODP Training
TELL-A-GRAF	In-House, ODP Training
Reading Improvement	Office of Training & Education
Refresher Course, English	Office of Training & Education
ODP Orientation	In-House, OD Training

Operations Division Developmental Profile

Professional Development Plan

Assignment

Information Receptionist
Clerk

Grades GS-3 to 5

Training

Location

ODP Orientation

In-House, ODP Training

Employee Development for
Office Workers

Office of Training & Education

G. Career Development

OD offers its employees a variety of avenues for career enhancements. The paths include a combination of on-the-job in-house, and external training to develop skills needed for higher levels of responsibility. Since the jobs in OD are diverse, employees are able to follow areas that are technical and/or managerial for both within and outside OD. Attached is a matrix that comprises the various positions (jobs) employees have transferred to in the past. As illustrated, a job within OD prepares employees for positions in many areas of data processing.

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CAREER PATH OPPORTUNITIES WITHIN ODP

OPERATIONS DIVISION JOBS	COMP SYS MAN	COMP OPS MAN	COMP OPS SUPVR	COMP TECH	COMP OPER	TAPE LIB	SR COMP OPER	SR DATA STRG CONTR	SENIOR TECH	SUPVR TECH	SECURITY OFFICER	MAIN OPERATOR	VM OPERATOR	TMS TECH	PERSONNEL DEV	TRNG STAFF	SEC-STENO	CLERK-TYPIST	INFO-RECPT	CLERK	ODP TRAINING	PROD DIV	ENG DIV	ROTATIONAL ASSGN	CUST SERV STAFF	SYS PROG DIV	APPLICATIONS DIV
COMPUTER OPS MANAGER, CH	X																				X	X	X	X	X	X	X
COMPUTER OPS MANAGER, D/CH	X																				X	X	X	X	X	X	X
COMPUTER OPS SUPERVISOR	X							X	X	X					X						X	X	X	X	X	X	X
COMPUTER TECHNICIAN			X				X	X	X	X				X	X	X					X	X	X	X	X	X	X
TAPE LIBRARIAN				X	X			X				X	X	X													
SENIOR COMPUTER OPERATOR		X	X							X	X	X	X	X		X					X	X	X	X	X		X
SENIOR DATA STRG CONTROLLER		X	X	X							X	X	X	X	X	X					X	X	X	X	X		
SENIOR TECHNICIAN		X							X	X				X	X	X					X	X	X	X	X	X	
TECHNICIAN SUPERVISOR	X	X							X						X						X	X	X	X	X	X	X
SECURITY OFFICER	X	X							X						X						X	X	X	X	X	X	X
MAIN OPERATOR		X	X				X	X		X			X	X	X	X					X	X	X	X	X		
VM OPERATOR		X	X				X		X	X				X	X	X					X	X	X	X	X		
TMS TECHNICIAN		X	X				X	X	X	X	X	X	X		X	X					X	X	X	X	X	X	
PERSONNEL DEVELOPMENT	X	X							X	X	X										X	X	X	X	X	X	X
TRAINING STAFF		X	X						X	X	X										X	X	X	X	X	X	X
SECRETARY STENOGRAPHER				X	X													X	X	X							
CLERK-TYPIST				X	X												X		X	X							
INFORMATION RECEPTIONIST				X	X												X	X		X							
CLERK																											

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H. Skills Assessment

Division employees are assessed annually via the Agency's Performance Appraisal Report (PAR), which is prepared by the immediate supervisor. It is an official appraisal of the employee's performance and progress toward meeting predefined goals. The supervisor's comments play an important part in the Division's competitive-ranking process. Processing ODP biannually ranks all Division personnel by grade. These rankings are a reflection of the supervisor's estimate of the employee's readiness for advancement. Promotion recommendations are made, in part, from the ranking process.

Predefined goals for each OD employee for the forthcoming year are established at the time the employee's PAR is given by using the Agency's Advanced Work Plan (AWP). The objectives and goals in the AWP are formulated jointly by the employee and the supervisor. The AWP provides each employee with a brief statement of his or her job, and indicates specific work objectives and goals expected of the employee. If the employee's job changes during the year, or if objectives and goals change, the AWP is so amended.

In addition to using PAR and AWP as assessment tools, OD schedules supervisor-employee discussions to assist in its employee-evaluation efforts. These discussions occur quarterly and serve as a two-way means of communication between employee and supervisor; discussions are informal and conducive to meaningful dialogue covering all phases of the job. Performance, training, promotional opportunities, new assignments, suggestions, problems, and status, in general, are typical subjects discussed. Experience shows that the employee-supervisor discussions are useful to both the division and employees, and the discussions go a long way toward reducing surprises at PAR, promotion, and assignment times. PAR is the annual formal document that concludes one cycle of the assessment process; AWP begins the next cycle.

I. EMPLOYEE COUNSELING

Counseling is available to employees at all times. Employee counseling for career development also is available to employees from counseling facilities within ODP, DDA, and elsewhere in the Agency, as follows:

Within ODP

- Immediate Supervisor
- Branch Chief
- Division Chief
- MZ Board representative
- ODP Career Development Office
- ODP Personnel Officer
- Deputy Director of ODP
- Director of ODP

Within DDA

- Career Management Office within the Office of the DDA.

Elsewhere in the Agency

- Office of Personnel
- Office of Medical Services/Psychological Services Staff
- Equal-Employment Opportunity Counselors

The Office of Personnel has counselors assigned to each Agency Directorate. The counselors advise on what openings are available throughout the Agency, and also advise and guide employees on how to apply for various jobs throughout the Agency.

The Office of Medical Services/Psychological Services Staff is available for counseling on career development and administers a series of tests that may help determine where ones' skills and abilities lie.

Equal-Employment Opportunity and Grievance counselors are available throughout the Agency. The ODP Executive Officer is the ODP EEO Officer and Grievance Officer. Employees are not required to deal with their component EEO Officer on an EEO matter, but must deal with the ODP Grievance Officer on grievance matters.

Counseling must not be confused with grievance processing, although the channels for each are similar. Counseling is at either the employee's or the supervisor's option, according to need. Informal counseling, advice, guidance, tutelage, and exchange of views should occur on a day-to-day basis. Formal counseling is a necessary part of advanced work planning, performance reviews, and career planning, and should occur at least two to three times a year. Employees have every right to expect their supervisor to provide constructive comment on their career development, to frankly appraise their promotion possibilities, and to provide timely feedback, whether positive or negative. In cases where performance is not satisfactory, special sessions may be arranged to identify problems and attempt to solve them. Such special sessions are made a matter of record and discussed with the employee.

J. Placement/Assignment

1. Job Assignment

Job assignments within the Division generally are based on the following factors:

- a. Employee's level of skill, experience, and grade.
- b. Supervisor's perception of individual's ability to perform successfully at a higher level.
- c. Supervisor's perception of employee's long-term potential for handling greater responsibility.
- d. Employee's desire and ability to learn new skills and adapt to new job environments.

The objective is that OD select the best available employee for job assignments.

2. Vacancy Notices

Whenever a position within OD is to be filled, C/OD issues an "Operations

Division Internal Vacancy Notice." The vacancy notice details the position, component location, job description, grade, hours, and method and deadline for applying. The notice is circulated throughout OD. All OD personnel who are interested and who qualify for the position are encouraged to apply. Likewise, when such position vacancies become available, supervisory personnel encourage employees to apply for career-enhancing positions. Final selection is made by C/OD, who receives input on perspective candidates from the respective Branch Chiefs and from first-line supervisors. If an OD position vacancy is not filled from within, it is advertised outside OD.

C/OD, as well as the Branch Chiefs, are constantly in contact with other ODP managers on a variety of matters, including filling job vacancies within ODP. When ODP job vacancies are known, OD management vigorously places OD personnel in career-enhancing positions.

Agency-wide Vacancy Notices are received in the Staff Office and circulated throughout OD. Vacancies in which OD employees may be particularly interested or for which OD employees may be particularly qualified are highlighted. In addition, supervisory personnel are alerted to such notices and are encouraged to have employees apply for career-enhancing positions.

K. Role of Supervisor

OD supervisors are the focal point for the Performance Appraisal Reports (PAR), Advanced Work Plan (AWP), rankings, promotion recommendations, assessment of employee potential, and counseling. Supervisors are prepared for these tasks through training prescribed in the Division PDP. Training includes such courses as Effective Writing, Leadership Styles and Behavior, and Employee Counseling Skills. The Division also subscribes to a variety of various professional journals that are distributed regularly to all supervisors.

To provide a check and balance for employee-supervisor relations, C/OD and the Branch Chiefs employ an open-door policy. Employees are encouraged to communicate with any or all of his/her supervisory personnel.